

# Appendix 1 – Agency Survey

## Agency Survey

Dear colleagues,

The Victorian Department of Health (the department) is conducting a workforce study of funded alcohol and drug services to develop a profile of the workforce employed to provide alcohol and drug services in Victoria. This will establish a baseline prior to recommissioning outcomes to enable the department and service providers to monitor changes in the workforce as it evolves in the new service delivery environment.

The agency survey will collect information about the key characteristics of Victorian Government-funded alcohol and drug agencies; and identify workforce issues and challenges that impact on the alcohol and drug sector.

**To complete the survey go to [https://www.surveymonkey.com/s/vic\\_aod\\_agency](https://www.surveymonkey.com/s/vic_aod_agency)**

### Partnership approach

The department has partnered with Turning Point Alcohol & Drug Centre and the Victorian Alcohol and Drug Association (VAADA) to guide the development of the alcohol and drug worker survey and to help collect data.

### Who should complete the alcohol and drug agency survey?

The survey targets the Victorian Government-funded alcohol and drug workforce, and should be completed by Chief Executive Officers, general managers, human resources managers, finance managers or other relevant executive staff in Victorian Government funded agencies.

### Is participation compulsory?

Participation in the alcohol and drug workforce study is highly recommended. All information provided will be kept strictly confidential.

### What do I need to complete the agency survey?

You will need information regarding your agency's staffing profile for 2012-13 as well as information relating to human resources.

### How long will it take to complete?

The agency survey will take approximately 30 minutes to complete. Your contribution is critical to the department's and the sector's capacity to identify and respond strategically to the needs of the Victorian alcohol and drug workforce.

### When is the closing date for completing the agency survey?

The survey should be completed by 5pm on Friday, 13 December 2013.

### Is the workforce survey part of recommissioning?

The survey is not related to the Advertised Call for Submissions process and will not be used to evaluate any organisation's submission. VAADA will hold the survey data until after the recommissioning outcomes are known in 2014 so that any information provided cannot inform or influence the recommissioning process. Once the recommissioning process has concluded, VAADA will then release the survey data to the department for analysis.

### What will happen to the data?

VAADA will collect responses on behalf of the department. VAADA will hold the survey data until after the recommissioning outcomes are known, in 2014. After this time, VAADA will release the survey data to the department for analysis.

All survey data will be kept confidential, except where disclosure is required by law. The data will be safely stored online using password protection. The only people able to access the information will be workers of VAADA assigned to the project.

### How will the data be reported?

Departmental staff will analyse the de-identified data received from VAADA in partnership with a working group comprising sector representatives. The findings will then be reported in an aggregate form to ensure that no single response is identifiable. A report will be produced for distribution to the alcohol and drug workforce in early 2014 and it will also be available online at the department's website.

Your contribution to this project is greatly appreciated and I'd like to take this opportunity to thank you in anticipation of your cooperation.

Yours sincerely

Paul Smith  
Executive Director, Mental Health and Drugs and Regions  
Department of Health

### Important note

Please note that this Agency Survey must be undertaken online and can only be completed at one computer.

There is no explicit save function available in Survey Monkey, however the system allows you to exit the survey at any point and will recognise your previous responses. This allows you to continue from the page you exited at, though note that if you do not complete the page and press next prior to closing the survey it will return you to the beginning of that page.

## Part 1: Agency profile

If your agency has multiple sites across Victoria, a combined survey should be completed for all sites that deliver AOD activities funded by the Victorian Government. Please complete this survey using your agency's last pay period in the 2012-2013 financial year.

### 1. Agency name

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### 2. Postcode of agency's head office

### 3. Name of person responsible for completing this survey

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### 4. Role within agency

- CEO
- General manager
- Human resources manager
- Finance manager
- Other (*please specify*) \_\_\_\_\_

### 5. Contact phone number

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### 6. Contact email address

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### 7. Name of person responsible for sign off (if different from person responsible for completing the survey)

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### 8. Role within agency

- CEO
- General manager
- Human resources manager
- Finance manager
- Other (*please specify*) \_\_\_\_\_

### 9. Contact phone number

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**10. Contact email address**

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**11. What is the total AOD EFT for your agency for the last pay period in the 2012-2013 financial year from the funding sources listed below? Please use decimals, e.g. 38.0 or 30.4.**

*Note: EFT refers to the total existing filled or unfilled equivalent full-time (EFT) paid roles within the agency during this pay period.*

Victorian Department of Health	_____
Australian Government NGOTGP	_____
Australian Government SMSDGF	_____
FaHCSIA	_____
Victorian Department of Justice	_____
Philanthropic	_____
Fundraising	_____
<b>TOTAL</b>	_____

**12. What is the total AOD headcount for your agency for the last pay period in the 2012-2013 financial year from the funding sources listed below? Please use whole numbers, e.g. 4 or 10.**

*Note: Headcount refers to the total number of existing filled or unfilled positions (full time, part time, casual and contract) within your agency during this pay period.*

Victorian Department of Health	_____
Australian Department of Health NGOTGP	_____
Australian Department of Health SMSDGF	_____
FaHCSIA	_____
Victorian Department of Justice	_____
Philanthropic	_____
Fundraising	_____
<b>TOTAL</b>	_____

**13. Please provide a breakdown of the headcount of Victorian Government funded AOD staff at your agency for the last pay period in the 2012-2013 financial year. (Ensure answers total 100%.)**

Permanent full time	_____
Permanent part time	_____
Fixed term/contract	_____
Casual	_____

TOTAL

100%

14. What percentage of your Victorian Government funded AOD staff are female?

\_\_\_\_\_ %

## Part 2: Staff profile

**15. Please provide the EFT for all Victorian Government funded activities for your agency's last pay period in the 2012-2013 financial year. Specify the total EFT for each activity code, regardless of the number of individuals who deliver activity against it.**

34001	Family Counselling	_____
34004	Client Information and Support	_____
34006	Targeted Interventions	_____
34009	Alcohol Information-Advice and Interventions	_____
34021	Local Initiatives	_____
34022	Capacity Building	_____
34023	Professional Development	_____
34024	Education & Training	_____
34025	Research, Service Development, Evaluation	_____
34041	Youth Day Program	_____
34043	Alcohol & Drug Supported Accommodation	_____
34044	Ante & Post Natal Support	_____
34046	Youth Alcohol and Drug Supported Accommodation	_____
34047	Specialist Pharmacotherapy Program	_____
34048	Outdoor Therapy	_____
34049	Koori Community Alcohol and Drug Worker	_____
34050	Adult Residential Drug Withdrawal	_____
34053	Adult Residential Rehabilitation	_____
34054	Peer Support	_____
34056	Youth Residential Drug Withdrawal	_____
34057	Pharmacotherapy Regional Outreach	_____
34058	Parent Support Program	_____
34059	Post Residential Workers	_____
34060	Intensive Community Rehabilitation	_____
34061	Mobile Drug Safety	_____
34062	Mobile Overdose Response	_____
34064	Youth Home-based Withdrawal	_____
34065	Women's Alcohol and Drug Supported Accommodation	_____
34066	Rural Withdrawal	_____
34068	Home-based Withdrawal	_____
34069	Homeless and Drug Dependency Capacity Building	_____
34070	Needle & Syringe Program	_____
34071	Youth Outreach	_____

34074	Counselling Consultancy and Continuing Care	_____
34075	Outpatient Withdrawal	_____
34078	ACCO Services - Drug Services	_____
34084	Therapeutic Counselling	_____
34201	Forensic Alcohol and Drug Supported Accommodation	_____
34202	Forensic Koori Community AOD Worker	_____
34203	Forensic Adult Residential Drug Withdrawal	_____
34204	Forensic Youth Residential Drug Withdrawal	_____
34205	Forensic Adult Residential Rehabilitation	_____
34206	Forensic Youth Residential Rehabilitation	_____
34207	Forensic Youth Outreach	_____
34208	Forensic Counselling Consultancy Cont Care	_____
34211	Diversion Programs	_____
34212	COATS Post Sentence	_____

**16. Please provide the headcount for all Victorian Government funded activities for your agency's last pay period in the 2012-2013 financial year. Specify the total headcount for each activity code.**

*Note: Where workers are deployed across multiple activity codes, please also count that same individual against any other relevant funding codes. The total headcount may exceed the actual number of staff you employ.*

34001	Family Counselling	_____
34004	Client Information and Support	_____
34006	Targeted Interventions	_____
34009	Alcohol Information-Advice and Interventions	_____
34021	Local Initiatives	_____
34022	Capacity Building	_____
34023	Professional Development	_____
34024	Education & Training	_____
34025	Research, Service Development, Evaluation	_____
34041	Youth Day Program	_____
34043	Alcohol & Drug Supported Accommodation	_____
34044	Ante & Post Natal Support	_____
34046	Youth Alcohol and Drug Supported Accommodation	_____
34047	Specialist Pharmacotherapy Program	_____
34048	Outdoor Therapy	_____
34049	Koori Community Alcohol and Drug Worker	_____
34050	Adult Residential Drug Withdrawal	_____
34053	Adult Residential Rehabilitation	_____

- 34054 Peer Support \_\_\_\_\_
- 34056 Youth Residential Drug Withdrawal \_\_\_\_\_
- 34057 Pharmacotherapy Regional Outreach \_\_\_\_\_
- 34058 Parent Support Program \_\_\_\_\_
- 34059 Post Residential Workers \_\_\_\_\_
- 34060 Intensive Community Rehabilitation \_\_\_\_\_
- 34061 Mobile Drug Safety \_\_\_\_\_
- 34062 Mobile Overdose Response \_\_\_\_\_
- 34064 Youth Home-based Withdrawal \_\_\_\_\_
- 34065 Women's Alcohol and Drug Supported Accommodation \_\_\_\_\_
- 34066 Rural Withdrawal \_\_\_\_\_
- 34068 Home-based Withdrawal \_\_\_\_\_
- 34069 Homeless and Drug Dependency Capacity Building \_\_\_\_\_
- 34070 Needle & Syringe Program \_\_\_\_\_
- 34071 Youth Outreach \_\_\_\_\_
- 34074 Counselling Consultancy and Continuing Care \_\_\_\_\_
- 34075 Outpatient Withdrawal \_\_\_\_\_
- 34078 ACCO Services - Drug Services \_\_\_\_\_
- 34084 Therapeutic Counselling \_\_\_\_\_
- 34201 Forensic Alcohol and Drug Supported Accommodation \_\_\_\_\_
- 34202 Forensic Koori Community AOD Worker \_\_\_\_\_
- 34203 Forensic Adult Residential Drug Withdrawal \_\_\_\_\_
- 34204 Forensic Youth Residential Drug Withdrawal \_\_\_\_\_
- 34205 Forensic Adult Residential Rehabilitation \_\_\_\_\_
- 34206 Forensic Youth Residential Rehabilitation \_\_\_\_\_
- 34207 Forensic Youth Outreach \_\_\_\_\_
- 34208 Forensic Counselling Consultancy Cont Care \_\_\_\_\_
- 34211 Diversion Programs \_\_\_\_\_
- 34212 COATS Post Sentence \_\_\_\_\_

**17. Please provide the number of unpaid workers that supported AOD programs in your agency during the 2012-2013 financial year.**

Number of volunteers \_\_\_\_\_  
 Number of student placements \_\_\_\_\_

**18. Please provide the number of staff at your agency who currently hold Department of Health accreditation to work with forensic clients.**

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## Part 3: Recruitment of staff

19. What methods does your organisation use to recruit new staff members and how effective are these methods?

	Not at all effective	Marginally effective	Effective	Very effective	Extremely effective	Don't use
Print advertising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online advertising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Graduate programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Secondments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Casuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Identify other method \_\_\_\_\_

20. What are the top 5 personal and professional attributes that your agency looks for when recruiting to a vacant **AOD worker** position? [Please ✓ top 5 only]

- Experience working in mental health sector
- Experience working in the alcohol and drug sector
- Interpersonal and communication skills
- Leadership skills
- Management skills
- Other relevant experience (e.g. children and families, housing, disability)
- Personal qualities
- Planning and organisational skills
- Relevant knowledge and skills
- Relevant qualification
- Teamwork
- Values and attitudes
- Other (please specify) \_\_\_\_\_

**21. What are the top 5 personal and professional attributes that your agency looks for when recruiting to a vacant AOD manager position? [Please ✓ top 5 only]**

- Experience working in mental health sector
- Experience working in the alcohol and drug sector
- Interpersonal and communication skills
- Leadership skills
- Management skills
- Other relevant experience (e.g. children and families, housing, disability)
- Personal qualities
- Planning and organisational skills
- Relevant knowledge and skills
- Relevant qualification
- Teamwork
- Values and attitudes
- Other (please specify) \_\_\_\_\_

**22. What are the top 5 skills or abilities that your agency finds most difficult to replace when a staff member leaves? [Please ✓ top 5 only]**

- Administration
- Building and maintaining service partnerships
- Care coordination
- Conflict management
- Cultural competence
- Developing recovery plans with a client
- Facilitating/co-developing client advocacy
- Identifying changes in mental health status
- Identifying changes in physical health status
- Managing clients with challenging behaviours
- Mental health crisis work
- Mental health relapse prevention and self-care
- Providing housing support
- Risk management
- Staff management
- Staff supervision
- Team leadership
- Vocational support
- Working with culturally and linguistically diverse clients
- Working with dual diagnosis clients

- Working with dual disability clients
- Working with families/carers of clients
- Working with Indigenous clients
- Working with youth clients
- Other (please specify) \_\_\_\_\_

**23. What are the top 5 factors that prevent your agency from achieving your desired recruitment outcomes? [Please ✓ top 5 only]**

- Applicants have inadequate training and education
- Applicants do not have enough relevant experience
- Applicants are not strongly aligned with the organisation's values
- Low number of applicants
- Insufficient remuneration
- Applicants do not want to work in regional/rural locations
- Stigma associated with AOD sector
- Not applicable - agency does not experience any difficulties
- Other (please specify) \_\_\_\_\_

**24. What is the number of current vacancies for Victorian Government funded AOD positions for your agency's last pay period in the 2012-2013 financial year as a headcount and an EFT? Please use whole numbers for headcount and decimals for EFT.**

Headcount \_\_\_\_\_

EFT \_\_\_\_\_

**25. What was the average time taken to fill vacancies over the past 12 months?**

- 1-4 weeks
- 5-12 weeks
- More than 13 weeks

**26. Please provide any further comments about the challenges and difficulties in recruiting appropriate staff in Victorian Government funded AOD services.**

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## Part 4: Professional development of staff

**27. What does your agency forecast as the top 5 learning and development priorities for Victorian Government funded client services staff over the next three years? [Please ✓ top 5 only]**

- Building and maintaining service partnerships
- Clinical supervision
- Conducting needs assessments
- Counselling skills
- Crisis management
- Developing recovery plans with a client
- Exploring with clients their understanding of their problems and strengths
- Facilitating/co-developing client advocacy
- Financial management
- First aid
- Health promotion and community development
- Identifying changes in mental health status
- Identifying changes in physical health status
- Managing client risk to self and others
- Mental health crisis work
- Mental health relapse prevention and self-care
- Providing brief interventions
- Providing community referrals
- Providing housing support
- Providing inter-agency service and care coordination
- Providing or facilitating peer support opportunities
- Providing personal care support
- Providing social services support
- Suicide and self-harm management
- Understanding emerging drug trends
- Vocational support
- Working effectively with Aboriginal and Torres Strait Islander clients
- Working effectively with carers/families of clients
- Working effectively with clients who have experienced trauma
- Working effectively with clients with challenging behaviours
- Working effectively with culturally and linguistically diverse clients
- Working effectively with dual diagnosis clients
- Working effectively with dual disability clients

- Working effectively with forensic clients
- Working effectively with youth clients
- Working with specific cohorts
- Other (please specify) \_\_\_\_\_

**28. What does your agency forecast as the top 5 learning and development priorities for Victorian Government funded AOD managers over the next three years? [Please ✓ top 5 only]**

- Conflict management
- Developing policies/procedures/work manuals
- Leadership skills and knowledge
- Managing change
- Managing staff performance
- Organisational risk assessments
- Providing staff supervision
- Providing team leadership
- Working with multidisciplinary teams
- Other (please specify) \_\_\_\_\_

**29. What internal learning and development activities does your agency provide to further develop your AOD workforce? [Please ✓ as many as applicable]**

- Developing counselling skills
- Developing management skills
- Developing motivational interviewing skills
- Developing recovery plans
- Developing suicide and self-harm management skills
- Increasing OH&S awareness
- Providing clinical supervision
- Providing peer support
- Providing trauma informed care
- Responding to family violence
- Responding to sexual assault
- Training in a practice or service delivery model
- Working with CALD people
- Working with challenging clients
- Working with children and families
- Working with complexity
- Working with diversity
- Working with Aboriginal people

- Writing case notes
- Other (please specify) \_\_\_\_\_

**30. How else does your agency meet the learning and development requirements of Victorian Government funded AOD staff? [Please ✓ as many as applicable]**

- Payment of registration fees for professional development activities
- Payment of travel and accommodation
- Time release for professional development activities
- Backfilling positions to allow for staff to attend professional development activities

**Other activities and further comments** \_\_\_\_\_

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**31. Over the past 12 months, how many staff requests to attend learning and development activities has your agency received?**

\_\_\_\_\_

**32. Over the past 12 months, how many staff requests to attend learning and development activities has your agency declined?**

\_\_\_\_\_

**33. Please give reasons why these requests were not supported. [Please ✓ as many as applicable]**

- The requested learning and development activity is not part of the staff member's professional development plan
- The agency does not have the budget to support staff with the requested learning and development activity
- The agency can not afford to have staff out of the office due to service demand
- The staff member has filled with agency's allocated professional development quota for the year
- Other (please specify) \_\_\_\_\_

**34. On average, over the past 12 months, how many days of learning and development activities have been provided per EFT?**

- 0-5 days
- 6-10 days
- 11-15 days
- 16-20 days
- 21-30 days
- More than 30 days

**35. Over the past 12 months, how many days of clinical supervision per EFT have been provided to staff with direct care responsibilities?**

- 0-5 days
- 6-10 days
- 11-15 days
- 16-20 days
- 21-30 days
- More than 30 days

## Part 5: Retention and turnover of staff

**36. What incentives does your agency use to retain staff?** *[Please ✓ as many as applicable]*

- Flexible work arrangements
- Attractive learning and development opportunities
- Promotion into senior roles or management
- Secondment into other roles
- Higher duties opportunities
- Competitive salaries
- Other (please specify) \_\_\_\_\_

**37. Over the past 12 months, how many departures have you had from Victorian Government funded AOD positions as a headcount and an EFT? Please use whole numbers for headcount and decimals for EFT.**

Headcount \_\_\_\_\_  
EFT \_\_\_\_\_

**38. Please provide the 3 most common reasons given by staff who resign from your agency.**  
*[Please ✓ top 3 only]*

- Retirement
- Returning to study
- Parenting responsibilities
- Personal reasons
- Opportunities in allied health sector
- Opportunities in AOD sector
- Opportunities in child protection sector
- Opportunities in disability sector
- Opportunities in employment sector
- Opportunities in housing sector
- Opportunities in justice sector
- Opportunities in mental health sector
- Opportunities in private practice
- Opportunities in youth sector
- Relocation interstate
- Relocation overseas

